



UNIVERSITY OF MINNESOTA | EXTENSION

TOURISM CENTER

Sustainable Tourism Development in Warroad, Minnesota



MINNESOTA SUSTAINABLE TOURISM ASSESSMENT FOR SMALL COMMUNITIES PROJECT

IN PARTNERSHIP WITH:

UNIVERSITY OF MINNESOTA EXTENSION REGIONAL
SUSTAINABLE DEVELOPMENT PARTNERSHIPS

Sustainable Tourism Development in Warroad, Minnesota

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MINNESOTA SUSTAINABLE TOURISM ASSESSMENT FOR SMALL COMMUNITIES PROJECT

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EXECUTIVE SUMMARY

In Spring 2013, the community of Warroad applied for and was selected to be part of the Minnesota Sustainable Tourism Assessment for Small Communities project conducted by the University of Minnesota Extension Regional Sustainable Development Partnerships and University of Minnesota Tourism Center. This 18-month project was created to assist small non-metro communities as they identify, assess and develop local assets as part of a sustainable tourism development effort.

Tourism in Minnesota is a \$12.5 billion dollar industry that generates 17 percent of state sales tax revenue and more than 245,000 jobs from entry level to executive level positions. Tourism happens in virtually every county of the state. In Roseau County, tourism generates \$19,603,999 and 344 jobs (Explore Minnesota Tourism, 2014). Expanding regional assets helps attract more visitors or keep visitors longer in the region. Sustainable tourism and recreation efforts integrate the economic, environmental, and social dimensions of sustainability by satisfying community tourism needs, protecting natural and cultural resource attractions, and preserving development capabilities for future generations.

Warroad and the surrounding area provide both existing and potential opportunities for tourism development utilizing the natural and cultural environments. To successfully harness and sustain these opportunities, community involvement, collaboration and planning will be necessary.

One of the key pre-development needs is to clearly understand what tourism includes. Several leaders in the community recognize tourism as a potential in the region, but the overall awareness and understanding of tourism within the community is limited. Creating a shared understanding of tourism will help prepare residents and build interest to get involved.

This report presents the findings and offers ideas and strategies to consider for harnessing or expanding tourism opportunities in the Warroad area. The report also includes general recommendations that are fundamental to developing a sustainable tourism initiative.

General recommendations include:

- Maintain awareness that tourism is just one important element of the community's economy.
- Build on Warroad's existing natural and cultural capital.
- Encourage sustainable tourism practices across private and public sectors.
- Create and maintain quality products and services
- Build local awareness, provide information and increase support for tourism and tourism development from city government, civic organizations, user groups and faith-based communities.
- Engage partners in discussions, tourism development planning and action.
- Commit organizational supports to the development of opportunities for additional tourism-related businesses to meet the needs of tourism now and as it grows.
- Identify ways to measure success and impact.
- Identify a formal task force or organization to provide leadership going forward.

- Maintain awareness that tourism development is just one important element in a broader community development program.
- Build on Warroad's existing social and human capital.
- Engage residents and businesses in decision-making to increase support for tourism.
- Create and enhance authentic tourism experiences.
- Use research to better understand and address the needs of tourism markets already interested in Warroad.
- Promote regional collaboration.

As a next step, Warroad should consider short- and long-term projects that could address opportunities. An abbreviated list of ideas and strategies for consideration are listed below. These are presented at more length in the report, and findings are provided to support these ideas.

To evaluate, build and maintain assets and attractions...	
Short-Term Project Ideas and Strategies <ul style="list-style-type: none"> • The community's beautification efforts in creating boulevard flowers have a strong impact. Identify ways to enhance and expand this effort. • Create a sustainable practices bulletin board on the Chamber website. • Work with Department of Transportation and the county to enhance signage into Warroad from Highways 11 and 313. • Consider setting up an ad hoc committee to review way finding and signage needs and options. 	Long-Term Project Ideas and Strategies <ul style="list-style-type: none"> • Review the downtown "core" and city plan to consider a retail/dining cluster that enhances use of the downtown area. • Relocate the Chamber office with visibility as an information center. • Consider a planning process for tourism that integrates sustainable practices. • Conduct surveys to assess the interests of Canadian visitors. • Work with the Warroad Summer Theatre to create an arts center along Main Street. • Work collaboratively to maintain and refurbish recreational facilities. • Invite partners to discuss marking trails. • Promote theme routes for travelers. • Add interpretative trails of the ecology and history of the lake and shoreline. • Enhance birding and waterfowl hunting opportunities in the region.

To develop leadership for tourism initiatives	
Short-Term Project Ideas and Strategies <ul style="list-style-type: none"> • The CVB board may want to create a back-up plan for staffing. • Revise CVB bylaws to formalize processes that develop new board members and rotate existing members. • Draft position descriptions that claim the roles of staff at the chamber and CVB. 	Long-Term Project Ideas and Strategies <ul style="list-style-type: none"> • Build the capacity of local leadership. • Offer regular customer service training across the community.

To build community support for tourism...	
Short-Term Project Ideas and Strategies <ul style="list-style-type: none"> • Use high school career day events to build awareness of the tourism industry. • Talk with Chamber members to learn about needs re hiring and training. • With local American Indian leaders, discuss opportunities for interpreting native people's history and culture. • Examine the needs of existing businesses in Warroad. • Ask community leaders to endorse tourism as a valid and necessary secondary economic development sector. 	Long-Term Project Ideas and Strategies <ul style="list-style-type: none"> • Engage local artisans to develop consistent, high quality signage and wayfinding in Warroad. • Provide resort owners support for succession planning to prevent resorts from being sold and dismantled for private use. • Address community concerns about regulations related to Lakeshore Restrictions and Cross-Border Restrictions.

To market Warroad to tourists...	
Short-Term Project Ideas and Strategies <ul style="list-style-type: none"> • Clearly post Chamber office hours. • Prominently display Visitor Guides. • Regularly update tourism information on the web. • Use interactive maps on the Chamber website to clearly note bike trails and parks as well as businesses. • Promote activities or programs to the families of outdoor-oriented visitors. • Review current market research. • Increase consistency in the community's marketing message. • Take advantage of Explore Minnesota's free marketing opportunities. • Develop social marketing and public relations initiatives. 	Long-Term Project Ideas and Strategies <ul style="list-style-type: none"> • Understand the needs and interests of families traveling with outdoor adventure seekers. • Survey Warroad's Canadian visitors to understand retail preferences. • Add value to existing recreational visitors by creating guided tours. • Narrow marketing efforts to focus on geographic and niche markets that directly benefit the community. • Develop events and activity packages for hockey, fishing and other sport tournament visitors. • Market assets in an integrated way. • Highlight Warroad as a destination for snowmobilers, hunters and fishermen. • Ask Marvin Windows to consider "truck wraps" naming Warroad as their home,

Warroad has the potential to develop a strong sustainable tourism initiative, given its many assets and a core group of enthusiastic supporters. Warroad can build on this momentum by leveraging its assets, developing its leadership potential, strengthening community involvement, and marketing effectively. The community leadership team and the residents of Warroad should be commended for their hard work in assessing this potential.

MINNESOTA SUSTAINABLE TOURISM ASSESSMENT FOR SMALL COMMUNITIES: REPORT FOR WARROAD, MINNESOTA

Introduction

The community of Warroad, Minnesota was selected to be part of the Minnesota Sustainable Tourism Assessment for Small Communities project in Spring 2013. The University of Minnesota Extension Regional Sustainable Development Partnerships and the University of Minnesota Tourism Center sought communities ready to identify, assess and develop local assets as part of a sustainable tourism development initiative. This effort, led locally by a community leadership team in Warroad, Minnesota, and facilitated by Extension educators in Community Economics and Tourism Center faculty, had four goals:

1. To inventory local tourism assets;
2. To assess tourism assets from local, visitor and expert perspectives;
3. To help the community uncover opportunities for tourism development; and,
4. To help the community identify action steps for sustainable tourism development.

As the community of Warroad continues to work with Extension, it is hoped they will use this report to consider their options and to align their efforts with community values, concerns, and hopes for the future. Extension looks forward to continuing to be a resource to Warroad.

To provide some strategic direction, this report is structured about project discoveries around four key ingredients of sustainable community tourism development – evaluating, maintaining and growing attractions and services, providing tourism leadership; developing community support; and marketing tourism. To begin, a brief overview is provided of definitions and core elements important to sustainable community tourism development.

Defining Tourism

One of the overarching findings in each of the project communities is an opportunity to learn more about tourism. Tourism has many definitions. This project centers on “person-trips” as defined by the U.S. Travel Association: “one person on a trip away from home overnight in paid accommodations or on a day or overnight trip to places 50 miles or more (one-way) away from home.” This definition includes specific criteria of distance, time and paid accommodations, which allows measurement.

However, this definition does not describe the purpose of travel. Tourists are not just vacation travelers. Business travelers, pass-through travelers and those visiting friends and relatives (VFR) are also “tourists.” For smaller communities, pass-through travelers or day-trip visitors are important tourists to consider—even if they do not stay in paid accommodations. Getting them to stop, stay a while and spend money is the goal. Day visitors can generate income and if the community offers sufficient tourism opportunities they may return and stay longer and use overnight accommodations.

Identifying and differentiating current and potential types of visitors is important. For example, the VFR market is a significant segment of the tourism market in rural areas. Marketing to reach the VFR market is done primarily through community residents. VFR marketing is strengthened by informing community members on a regular basis about attractions, events and happenings available in the community and region. Building awareness of local tourism activities and



happenings gives residents information to share with their friends and family. It holds other positive benefits such as increasing involvement and generating community pride.

Sustainable Tourism

Sustainable tourism considers the environmental, economic, and socio-cultural aspects of sustainable development in both the planning and operation of tourism. It requires the informed participation of community members and stakeholders, strong political leadership and organization, and continuous effort to create a high level of tourist satisfaction.

For more information about sustainable tourism development for destinations see Appendix A.

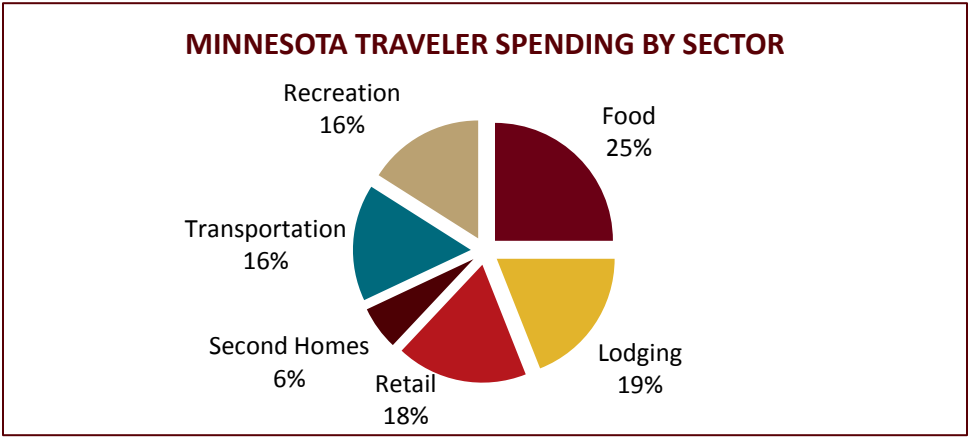
Minnesota Tourism

Tourism in Minnesota is a \$12.5 billion dollar industry that generates 17 percent of state sales tax revenue and more than 245,000 jobs from entry level to executive level positions. Spending during Minnesota’s 71 million annual person-trips (overnight and day trips) is distributed throughout the economy (Explore Minnesota Tourism, 2014).

For more information see Appendix B: Explore Minnesota Tourism and Economy Fact Sheet, 2014.

The United Nations’ Environment Programme and World Tourism Organization say sustainable tourism should:

- Make use of environmental resources in a way that maintains essential ecological processes and helps to conserve the natural heritage and biodiversity.
- Respect the authenticity of host communities, conserve the cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
- Ensure viable, long-term economic operations, providing benefits across the community—including employment and income-earning opportunities.



Source: Explore Minnesota Tourism, 2014 based on 2012 revenue data.

Local/Regional Tourism

Tourism happens in virtually every county of the state. In Roseau County, tourism generates \$19,603,999 and 344 private sector jobs (Explore Minnesota Tourism, 2014).

According to Tourism and the Economy reports published by Explore Minnesota between 2005-2011, Roseau County's total tourism industry employment shrunk by 2.5% from 515 positions in FY05 to 373 in FY11 (Minnesota Tourism and the Economy, 2007-2011). At the same time, the gross revenue of the county's tourism industry grew by 1.1% during the same six year period -- from \$15.8M in FY05 to \$17.8M in FY11 (Minnesota Quarterly Census, 2013). This means that while there has been a steady rebound of sales by the tourism sector in Roseau County, the industry has not increased the total local labor force employed by the industry.

Developing Tourism Opportunities

In his book, *Marketing for Entrepreneurs*, Frederick Crane (2013) says that opportunities can be "recognized, discovered or created." This is particularly true of tourism opportunities because tourism is about experiences.

Recognizing opportunities requires a community to match existing assets—supply—with current or potential tourist markets—demand. For example: Warroad has a nice park with bike trails and there is growing trend in bike tourism in Minnesota. Bike Alliance, MNDOT and Minnesota Department of Health have created a Bikeable Community Workshop to help communities embrace this opportunity. (www.dot.state.mn.us/bike/lisa/BikeableCommunityWorkshop.pdf)

Discovering opportunities means supply or demand exists, and the other must be found, or "discovered." For example, tourists around the world are becoming more interested in local foods. What supply can be found in a community? Supply could include cafes and restaurants, but also attractions such as wineries, farmers' markets, and farm visits.

Creating opportunities is necessary when neither demand nor supply exist in an obvious manner. Thus, the community could create new opportunities. For example, as part of Warroad's interest in developing local food experiences, the community may discover that the chef at the local café and the owner of the local meat market both have the interest and ability to teach. Could these community members create classes in something like sausage making or cooking wild game to use their skills and to promote a local experience? (adapted from Crane, 2013).

Harnessing Assets via the Community Capitals Framework

A phase of data collection in the project asked communities to identify and evaluate their assets. Assets can be physical resources, such as rivers or buildings, or less tangible resources, such as volunteer networks, cultural heritage, or individuals' skills.

The Community Capitals Framework (Flora, Flora & Fey, 2004) helps describe and categorize unique assets as a starting point for community and economic development—including tourism development. The creators of this framework name seven categories of resources which they call capitals: built, cultural, human, natural, political, social, and financial.

Assets become capitals when they are leveraged to improve communities. (Emery, et al, 2006) The tourism asset inventory forms used in this project draw upon the Community Capitals Framework to help communities harness their assets for sustainable tourism development.



Flore et al definition the capitals as:

Built capital: These are man-made, tangible assets, such as factories, schools, roads, restored habitat, and community centers. Built capital contributes to the building of other community capitals.

Cultural capital: Includes both values and approaches. Cultural capital can be thought of as the filter through which people live their lives, the daily or seasonal rituals they observe, and the way they regard the world around them.

Financial capital: Consists of money used for investment, rather than consumption. Financial capital is important for communities and residents because it can be transformed into built capital—which in turn supports other kinds of capital.

Human capital: Refers to the skills and abilities of each individual in a community. Human capital includes potential abilities and acquired skills; both formal and informal education contribute to human capital. A person's health and leadership skills are also part of human capital.

Natural capital: includes landscape, air, water, soil, and biodiversity of plants and animals. Natural capital can be consumed or extracted for immediate profit or maintained as a continuing resource for communities.

Political capital: This kind of capital involves the ability of a group to influence the distribution of resources within a social unit, including helping set the agenda for what resources are available and who is eligible to receive them. Political capital includes organizations, connections, voice and power. Note that “political” does not mean “partisan” or “party politics” in this context.

Social capital: This consists of the networks, trust and engagement of people that exist among and within groups and communities. Social capital contributes to a sense of common identity and shared future. A community's social capital facilitates groups' working together.

Project Description

The Minnesota Sustainable Tourism Assessment for Small Communities project was launched to help small, non-metro communities identify and develop local assets that will attract tourists. Assets include natural and built attractions, services, facilities, people, organizations and more.

Five communities or clusters of communities, with populations under 1,500 were selected to participate in the project through a competitive application process. Located throughout the state, the communities are Akeley, Warroad, and Houston. The community clusters are Clinton, Graceville, Beardsley, and Orr-Pelican Lake, Crane Lake, Ash River, Kabetogama Lake, Rainier—working collectively as Destination Voyageurs National Park.

Each community has a unique set of assets that can be used to develop tourism opportunities. The process engaged each community in identifying and evaluating their tourism assets. The Sustainable Tourism Assessment for Small Communities process included three data collection phases that involved community members, University of Minnesota Extension faculty and educators, Explore Minnesota Tourism staff, and regional volunteers.

In Phase 1, community residents identified local tourism assets by completing inventory and assessment forms.

In Phase 2, a resident team from one project community visited another community to conduct a mystery shopper-style visit and provide visitors’ “first impressions” of the tourism in the community.

In Phase 3, a team of tourism experts assembled by University of Minnesota Extension visited each community to conduct an assessment and on-site consultation. The visit also included a community meeting to solicit ideas and insights from residents on strengths, weaknesses, opportunities and threats (SWOT) for local tourism.

This report represents the aggregated data, observations, and suggestions from all three phases.

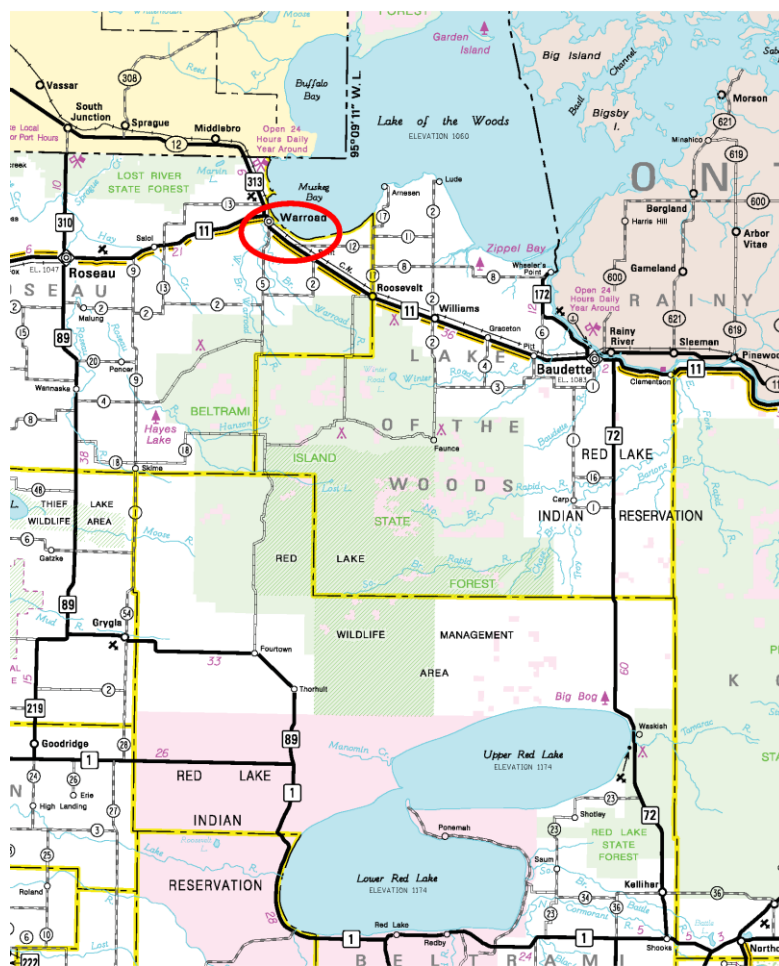
For more information about the project and process, see Appendix C, Project Application.

SUSTAINABLE TOURISM DEVELOPMENT IN WARROAD: PROJECT FINDINGS, IDEAS AND STRATEGIES

To focus Warroad's future community tourism development efforts, this report organizes the findings and the suggestions from each of the teams around four areas important to create and sustain tourism:

- 1) Evaluating, maintaining and enhancing attractions and services;
- 2) Developing tourism leadership;
- 3) Building community support; and
- 4) Marketing tourism.

To build tourism in a sustainable manner it will be critical to consider each idea and strategy in a holistic and participatory approach. What are the key values of Warroad and how does each opportunity fit with those values? What should be protected and what can be developed? How will developing or enhancing assets leverage others? Who in the community can and should be part of the decision? These and other questions should be asked throughout the process.



Source: Minnesota Department of Transportation

Evaluating, Maintaining and Enhancing Attractions and Services: Findings, Ideas and Strategies to Consider

ABOUT WARROAD

Warroad is one of three Minnesotan communities located along the Southwestern shoreline of Lake of the Woods. The only American Port of Entry on the lake, Warroad is just eleven miles south of the US border with Ontario, Canada. Situated in the Northeast corner of Roseau County, the community is located within the coniferous biome of Minnesota and is also part of the old Glacial Lake Agassiz lakebed. Subsequently, the Warroad river watershed and its neighboring wetlands flow northwards into Lake of Woods rather than south into the Mississippi River, or west into the Red River. Much of the land south of Warroad is covered by mixed pine forest and bog lands that are part of the Beltrami Island State Forest. This is



Photo: Cynthia Messer

the second largest of Minnesota's protected forest lands and the name refers to an elevated region in the forest that is thought to have been an island in Glacial Lake Agassiz. The Red Lake Indian Reservation, administered by the Red Lake Band of Chippewa, is located in close proximity to the Warroad community. State-managed lands in close proximity to Warroad include: The Lost River State Park, Hayes Lake State Park, Zippel Bay State Park, Beltrami Island State Forest and Garden Island in Lake of the Woods.

FINDINGS

Key Findings

The Warroad Area is already a tourism destination for certain markets and has existing tourism assets with strong potential for expanding as a destination. Significant natural assets (Lake of the Woods, Beltrami State Forest, etc.) and man-made attractions are in place. New attractions such as the expanded Casino are coming soon and can be utilized to target new visitor markets. The community is also conveniently located on major highways and has an international border crossing. The community has a very well developed and maintained infrastructure of public facilities and spaces as compared to other communities its size. This strong natural and built capital provides a solid platform for enhancements to further community tourism goals.

Warroad can capitalize on these and other assets to enhance current tourism and develop potential opportunities to expand tourism. Strategic and engaged community planning for tourism will help Warroad build a sustainable tourism effort. Solid up-to-date research is needed to inform decisions.

Findings from Observations of Community Members

In Phase 1 of the project, the Warroad Community Leadership Team (CLT) identified attractions, associations, institutional and individual assets within the community that hold value for tourism. In their applications, the Warroad CLT indicated that they valued regional collaboration and wanted to include neighboring communities to complete asset inventories so that they could explore collaborative opportunities. The Asset Inventories completed by Warroad, Lake of the Woods Tourism Bureau, and the communities of Kelliher-Waskish reflect the compiled resources identified and assessed by the Community Leadership Team members and regional partners. Asset

inventories can be found in Appendix E. These provide a starting point for Warroad and its partners to identify and develop additional natural, human, social and cultural assets for tourism.

The strongest cultural assets identified by the Warroad Community Leadership Team included:

- The Marvin Training and Visitors Center that highlights contributions made by the Marvin family to the Warroad community;
- The Gardens/Olympic Area that is the center for many of the hockey tournaments and training events for the region;
- Seven Clans Casino, which is currently undergoing extensive expansion and upgrades to enhance the hospitality services they offer in addition to the seasonal powwows they already host;
- The Warroad Summer Theater which presents five shows a year, each with a two week billing; and,
- The 4th of July Festival, which brings back many visiting friends and family members to the region at the height of summer.

CULTURAL ASSETS



Marvin Windows Training
& Visitors Center



Gardens/Olympic Arena

NATURAL RESOURCE ASSETS



Lake of the Woods



Zippel Bay Ice Road out to
Ice Fishing Village

Photos: R. Bhattacharyya

The most valuable natural resource assets identified by the Warroad Community Leadership Team included:

- The state parks located in close proximity to the Warroad community (Beltrami, Zippel, and Haynes). They provide many opportunities to residents and visitors to explore trail systems, and to hunt and fish year round.
- Warroad's close proximity to the following scenic byways: Waters of the Dancing Sky, Lady Slipper, Avenue of Pines, and Edge of the Wilderness.
- Direct access to Lake of the Woods.

The following table groups and identifies assets that offer the greatest potential for additional development. Structurally, each of these assets appears to be well kept and are actively functioning institutions within the community. These assets could be improved if Warroad creates connections among the wealth of visitor resources available at each venue in a more integrated manner.

Current Warroad Assets with Greatest Tourism Development Potential (Rated by Community using 1 lowest- 5 highest scoring)			
Cultural Assets	Overall rating by Community Leadership Team	Open Space Assets	Overall rating by Community Leadership Team
St Mary's Church	3.5	Warroad Lost River Sportsmen Complex	3.5
Train Depot	3	City Campground/Outdoor Pool/Bike Trail	3.2
Veterans Memorial	3	Warroad Estate Golf Course	3
Warroad Public Library & Heritage Center	3	Tennis Court/Basketball Court	2.75

At the SWOT meeting, participants identified the following opportunities related to tourism products and services.

- Location and a U.S./Canada border crossing open 24 hours a day/7 days a week.
- Capitalize on culture and history to develop the uniqueness of place
- Lakefront development

Location and sense of place are recognized by community members as tourism assets. The nearby border crossing was cited for potential opportunities associated with it to capture visitors. Participants also recognize the potential of capitalizing on their unique culture and history associated with the lake.



Distance signage on Hwy 313 North
Photo: R. Bhattacharyya

At the SWOT meeting, participants identified the following weaknesses related to tourism products and services.

- Lack of lodging options
- Lack of entertainment and activities (e.g. theatre, bowling alley, etc)
- State mandated changes to campground will hurt us

During the SWOT meeting, community leaders also identified limited lodging options within the community as a weakness but also saw opportunity on the horizon. Participants explained that Warroad's only B&B has closed but another is slotted to open along the Warroad River for the FY2014 summer season. The Warroad leadership team also indicated that the new casino renovation on the east side of the river will alleviate some of the current lodging shortage with an expanded hotel and new campground facility. They also identified a need for entertainment and activity options (e.g. theatre, bowling alley, etc). These provide opportunities for the Chamber, Economic Development Authority and City to explore the feasibility of one or more new entertainment businesses.

At the first community meeting, Warroad participants expressed concern that recent changes in State Health Department zoning regulations for campgrounds would require the City Campground to reduce its number of full-hookup sites because of new spacing and site size requirements. Details can be viewed at <http://www.health.state.mn.us/divs/eh/mhprca/rcagenreq.html#spacing>. Extension met with the City Administrator and Campground Manager to learn more about this issue. During this meeting, city staff explained that they are bringing existing City Campground facilities into compliance with the revised zoning regulations. The city is also applying for a grant that will allow them to develop new full-hookup sites elsewhere on the property. New sites developed with grant funds will expand the total number of full-hookup sites located on city-managed property while making the city compliant with state law. To learn more, participants at the first community meeting requested that data from the city be used to conduct an objective analysis of the Campground's profit center and operations to better understand the purpose and current usage of sites that are available, and to explore options for their current use and fee structure. In partnership with the city staff, an attempt was made to use existing data to analyze the campground's profit centers. In reviewing the existing data however, both the city staff and Extension realized that the current system of data collection used by the campground does not allow for this type of defined analysis.

In addition to the grant for the campground, city staff also explained that plans are underway to develop more public space in another city park close to the campground, a few blocks inland from the Lake of the Woods shoreline.

CULTURAL ASSETS



Warroad City Hall (Train Depot)



Warroad Public Library and Heritage Center

OPEN SPACE ASSETS



Warroad Estate Golf Course



Warroad Point Park

Photos: R. Bhattacharyya

Findings from Observations of First Impressions Visitors

The First Impressions visitors provided important feedback about what it is like to be a user of Warroad's attractions.

Initial impressions. The initial impression upon visitors' arrival was that Warroad is a neat, clean and well-maintained community. All appreciated the flowers along the main highway.

Community entrances. On a scale of 1 to 6 (poor to excellent), they rated the community entrances signs at 3.80 for both clarity and location. This suggests potential to make these more useful to visitors.

Availability of attractions and recreation opportunities. Visitors strongly agreed (rating of 5.3) that the Warroad area is rich in natural resources and agreed (5) that there is a variety of lodging and dining options. The visitors gave lower ratings to available cultural resources

and the variety of activities and entertainment options, rating them only 3 and 3.3 respectively. They commented on the need for more shopping and activity options as potential opportunities for Warroad.

Quality of access to different resources. The First Impression visitors noted that there is little signage to guide visitors. They found easy public access to the lake and river (5.3 and 4.5 respectively). They were unable to identify where the bike trail was in the literature materials they had from Warroad. They rated the bike trails as only fair (3.7) and walking trails even lower at 2.7, suggesting a need for improved signage and access. They also rated the availability of bike racks poor (1.67). They rated the overall accessibility in Warroad for someone with disabilities as fair (3.3). During their visit, the First Impressions team could not easily identify any art-related events or retail outlets that they could visit while touring the downtown area. The team was also unable to identify directions to reach the three state parks located immediately south and northwest of the community.

Access to WIFI. Visitors rated cell phone reception as poor (1.67), but found the WIFI/internet service fair (3).

Findings from Observations of Expert Team Visitors

Leveraging natural and built capital. Warroad has a solid set of tourism assets and services. Recreational opportunities in the community are abundant. The 18-hole golf course, the ice arena and the community pool are all assets most communities would truly desire. The Point and the Campground Area allow for a myriad of recreational options. The community has nice public spaces that benefit both residents and visitors. The public library/cultural center is another example of a high-quality public space. It's very well done.

The Point arguably offers the best public space opportunities in Warroad. Lake of the Woods is the centerpiece and the land on the Point offers one of the best places to showcase this gem. How is this excellent public resource being maintained and marketed for tourism?

The Warroad Point Park city campsite occupies valuable real estate on the Point. It appears that its current use is for long-term/seasonal rentals with little or no overnight camping availability. What is the City's primary goal in holding this land? What is its best use? Current users are getting the equivalent of seasonal home ownership (via yearly renewals of rent) at a low rate, and the City receives no property taxes from the land. If revenue generation is the City's primary interest, then the current rate structure should be evaluated for comparable market conditions. If, on the other hand, the City would like to utilize this resource to expose more travelers to the beauty of the lake, generating more dollars with greater tourism use of the campsites and hookup facilities, a more short-term use model and supportive fee structure should be explored.

The Point has other amenities that can cater to visitors including a restaurant, the Trading Post, nice restrooms and showers, well-kept grounds, playground and a bike route. While visiting these facilities, the team wondered about the degree to which the facility hours and services were meeting traveler needs. Also, expert team members noticed a portable toilet hidden in the grass at the shore's edge near the boat launch that apparently does not belong to the city. This could pose a liability risk and should be removed if not owned by the city. If it is city-owned it should be relocated for better access.

Warroad leadership team participants mentioned that the city park's bike trail connects to the park trails located south of town. Yet, during their assessment tour, the expert team could not find these routes or the snowmobile/ATV markers that would direct winter traffic along these routes.

Within the city, wayfinding in general was problematic. The expert team came across the library accidentally after they turned down the street to see the depot, and initially thought it was a church because of the stained glass. Improved signage will elevate visitor awareness of this facility both for the public library and the cultural center we discovered when we went inside.

Warroad has an established downtown area with several square blocks hosting a variety of small businesses. The block on Wabasha Ave has several nice retail and eating options for visitors on foot but could use some additional amenities for visitors. As you turn toward downtown on Lake Street off of Highway 11, visitors are greeted by newer/remodeled store fronts and nice a “Lake Street Center” arch. Unfortunately, instead of offering the guest an entry to a retail/food service clustered area, most stores within this center appear to be directed to a building center/contractor market.)

Seven Clans Casino is relocating to a new spot once a new facility is built. That raises a question as to what will be done with the old casino. Will Seven Clans retain ownership or will the city own it? What will be the best use of this facility and riverside land? Mention was made of a possible commercial fishing museum in Warroad to showcase the city’s history of commercial fishing on Lake of the Woods. Could this work in the old casino facility? Can the historic building attached to the casino be preserved and incorporated into a museum?

Leveraging cultural capital. While there is well developed tourism use of the recreational and natural resource amenities of the Warroad area, the unique cultural and commercial history of the area provides opportunity to enhance cultural tourism. This includes the settlement history with Red Lake Nation’s ancestors, French Traders and Trappers and the industrialization history of commercial fisheries, manufacturers, and timber barons.

The team was told that Warroad once had a strong commercial fishing industry, which gradually turned to sport fishing and tourism. Interest in developing a museum about this piece of Warroad’s history surfaced. Opportunities to develop an interpretative site to portray this interesting aspect of Warroad’s and the lake’s history should be explored.

The cultural center at the public library is excellent, and can be more prominently promoted. The Indian culture throughout the center is referred to as “People of the Lake” which provides an interesting link to the local natural resource. Given the significant Indian history in the area however, there is little evidence of Indian culture in the community. This may present an opportunity to explore an event or promotion during National American Indian Heritage month to draw attention to this aspect of local history.

The Marvin Information Center is very professionally done. It is really a plant museum rather than information center. The Center attempts to track its walk-ins, totaling approximately 15,000 visitors per year. Added to that is an unknown number of vendor and special client tours and company special events. The Marvin Information Center is an interesting offering where visitors can spend an hour or two learning about this key community business. How can the Marvin Information Center become a partner in marketing other attractions to visitors to increase the average length of stay in Warroad?

NEXT STEPS FOR CONSIDERATION

General Recommendations

- Maintain awareness that tourism is just one important element of the community’s economy.
- Build on Warroad’s existing natural and cultural capital.
- Encourage sustainable tourism practices across private and public sectors.

- Create and maintain quality products and services.
- Create and enhance authentic tourism experiences.

Short-Term Project Ideas and Strategies (Can be Done Within 12 Months)

- The community's beautification efforts in creating boulevard flowers have a strong impact. Are there ways this can be enhanced and expanded throughout the community?
- Create a sustainable practices bulletin board on the Chamber website and invite local businesses to share their ideas and efforts.
- Work with Department of Transportation and the county to enhance directional signage into the community from Highways 11 and 313.
- Create or enhance waypoints and signage within Warroad. Consider setting up an ad hoc committee to review way finding and signage needs and options.
 - Guideposts for visitors could include both on-site and electronic information and maps. These could connect visitors to the opportunities and businesses Warroad promotes on its website. If someone knows what they want to do because they visited the website, signage should help find those sites from main roads.
 - Consider working with local artisans to create consistent, quality signage. Funding for such projects may be available from art initiatives developed with Legacy Funding.

Long-Term Project Ideas and Strategies

- Review the downtown "core" and city plan to consider the feasibility of a retail/dining cluster that enhances visitor and resident use of the downtown area. For example:
 - The backside of Lake Street buildings could be developed and oriented more toward community resident and visitor use.
 - The city marina on River Street NE, has the potential to become a nice public space for visitor use, but has limited parking and unclear guidance about boat access, use and dock sites.
- Consider relocating the Chamber office to a site with greater visibility as a visitor information center.
- Consider a strategic planning process for tourism development that integrates sustainable practices.
- Visitor intercept surveys could be conducted to assess specific cultural and historical interests among Canadian visitors to the region. (This strategically combines opportunities 1 & 2 in the SWOT assessment.)
- In light of the community's enthusiasm for the Warroad Summer Theater and arts classes held at the area high school, the Warroad leadership team may want to work with the theatre to establish an arts center along the main street of Warroad. An arts hub in the center of

town could offer American Indian and immigrant craft vendors in the same space while reducing marketing costs for each vendor. This would also fill vacant spaces in the downtown area and strengthen its role as community hub. An arts center could also serve as a pedestrian draw from the city campground and new park. For an example read about Bigfork Minnesota's Edge Center for the Arts. It hosts traveling shows and art displays in this community of less than 500 (<http://www.the-edge-center.org/>).

- Given the diversity and wealth of recreational facilities found in Warroad, the leadership team and the City of Warroad may want to work together to manage the maintenance and refurbishment needs of each facility. Such a project could be presented to regional agencies such as the Headwaters Regional Development Commission or EDA Center at the University of Minnesota for possible technical assistance. Once a consolidated list of infrastructure needs is developed, reoccurring or onetime costs for their implementation can be presented to Chamber members to generate sponsorship and to offer new contracting opportunities for members. The Chamber and City could also use this list to tender needed services and materials from other regional providers.
- Invite partners to join in discussions about marking trails (e.g. Minnesota State Parks, Department of Natural Resources, Roseau/Lake of the Woods Sportsman's Association and the Northern Beltrami Sportsman's Club).
- Warroad and its regional partners may want to consider promoting theme routes for travelers to explore. For example:
 - Rustic Style Architecture sites within the areas state parks that were built by Minnesota's Civilian Conservation Corps in the 1930s.
 - Portage and Trading Post sites (over 15) located along the shorelines of Red Lake, Lake of the Woods and other large bodies of water in the Glacial Lake Agassiz Watershed.
 - Unique plant or animal habitats found only in the Glacial Lake Agassiz region.
- Work with area resort owners and fishing guides, Extension educators and Resort Boating® to provide accurate interpretation of the ecology and history of the lake and shoreline area. This would add to the existing suite of services.
- Enhance birding and waterfowl hunting opportunities in the region. The National Audubon Society provides a description of the ornithological significance of the Lake of the Woods shoreline wetlands in their report *Site Profile for the Lake of the Woods IBA (2013)* which directly supports this idea. View the report at <http://netapp.audubon.org/iba/Reports/2914>

Developing Leadership for Warroad: Findings and Strategies to Consider

ABOUT LEADERSHIP AND ORGANIZATIONS IN WARROAD

Tourism in Warroad is primarily guided by the Chamber of Commerce and the Convention and Visitors Bureau (CVB) but many other entities are involved including Marvin Windows, Seven Clans Casino, the City of Warroad, Roseau County, the Department of Natural Resources and the Port Authority. A number of civic organizations including the Lions, American Legion and even recreational groups such as sportsmen and snowmobile clubs could be more formally engaged in marketing and tourism development. Other

institutional assets include 22 faith organizations listed in the official visitors' guide, and the public schools.

The current role or interest of each organization or institution is unclear. These institutional assets can be leveraged to serve visitors and develop tourism opportunities.



Photo: Cynthia Messer

FINDINGS

Key Findings

Warroad has the business base, financial resources (both lodging tax and memberships) and a small but strong group of citizens wanting to see tourism grow. There is significant overlap between the Warroad Chamber and Visitors Bureau membership and boards. This presents both challenges and opportunities to add new board members and grow leadership in the community. To foster the growth of tourism, the community can take an even greater proactive approach. Building a broader community coalition around tourism through engagement and education will garner support. Moreover, in the process leaders will emerge. This is important to help implement tourism development strategies.

The relationship between Warroad and its neighboring communities provides great opportunity to market the region collaboratively, build relationships and foster social capital. The community leadership team was mindful of this and intentionally reached out to other communities and tourism players-- including Kelliher/Waskish and the Lake of the Woods Visitors Bureau. Asset inventories for these areas are included in the appendices of this report. They provide insight into shared opportunities. This is a laudable initial effort that should continue to bring new visitors and provide enhanced tourism experiences for current visitors. The more time visitors spend in the region, the greater the potential economic benefit for all. An example of the value collaborations can bring to Warroad and regional partners is described in an article in Midwest Weekends magazine that can be accessed here:

http://www.midwestweekends.com/plan_a_trip/touring/scenic_byways/dancing_sky.html

Findings from Observations by Community Members

First Impression visitors made two observations related to the Chamber of Commerce. First, when they attempted to visit the Chamber they found it closed and they were not clear on the hours. Second, they noted that there is a need for a visitor center for the entire community, and wondered whether the Chamber office could play that role.

Findings from Observations of Expert Team Visitors

Generally, community collaboration and planning will be necessary to sustain any tourism development efforts and make them successful. Further, it is important to pay attention to economic, social, and environmental sustainability. For instance, proposed projects should be considered for technical and financial feasibility before proceeding. How will the project start-up be funded? What are the benefits and costs? What is the project's sustained cash-flow potential?

Local business and economic activities are best left to the private operators and their local associations /communities. However, the Chamber and CVB should continue to recruit, involve and work with individuals and organizations to develop and implement strategies that will strengthen overall tourism and recreation in the area. Explore partnering with selected organizations to educate both locals and tourists about sustainable use of the natural, cultural, and social resources in the area. This builds social capital.

One concern is that the Chamber director is the sole employee of both the Chamber and CVB. This is a business risk because if anything were to happen to this individual both organizations could be temporarily crippled.

NEXT STEPS FOR CONSIDERATION

General Recommendations

- Build local awareness, provide information and increase support for tourism and tourism development from city government, civic organizations, user groups and faith-based communities.
- Engage partners in discussions, tourism development planning and action.
- Commit organizational supports to the development of opportunities for additional tourism-related businesses to meet the needs of tourism now and as it grows.
- Identify ways to measure success and impact.
- Identify the specific roles of each organization to provide leadership going forward.

Short-Term Project Ideas and Strategies (Can be Done Within 12 Months)

- The CVB director is functioning with no apparent back-up. To compensate for this business risk, the CVB board may want to create a back-up plan for staffing.
- According to Chamber board representatives, there are no terms of office for Warroad CVB board members. A revision of the organization's bylaws may need to be considered. Bylaws could formalize the ways in which the organization develop new board members and rotate existing participants to keep fresh ideas percolating.
- The CVB and Chamber of Commerce may want to consider drafting position descriptions that delineate the various roles of staff at the chamber and CVB so that 1) they continue to develop and administer co-sponsored events with the Chamber/CVB, and 2) they foster the growth of area market and business clusters for local industries.

Long-Term Project Ideas and Strategies

- To build and maintain sustainable growth through shared community values, Warroad needs to build the capacity of local leadership. Consider identifying and sending a Warroad cohort group through a community leadership program such as that offered through Extension (see <http://www.extension.umn.edu/community/leadership/>) or the Blandin Community Leadership Program (see <http://bclp.blandinfoundation.org/>).
- Offer regular customer service training across the community with all levels of owners and staff to maintain a visitor-focused orientation. One available program is At Your Service offered through University of Minnesota Extension (see <http://www.tourism.umn.edu/EducationTraining/CustomerService/index.htm>). Consider positioning Warroad as a “service city” and establish “rewards” (awards or provide media acclaim) for those attaining a level of success.

Building Community Support for Tourism in Warroad: Findings and Strategies to Consider

ABOUT THE WARROAD COMMUNITY

According to the 2010 U.S. Census, the community of Warroad has a population of 1,781 residents of whom 83.3% are White, 5.7% are of American Indian or Alaska Native descent and 8.5% are of Asian descent (American Factfinder: Profile of General Population and Housing Characteristics: 2010). South of Warroad is the Red Lake Indian Reservation which is administered by the Red Lake Band of Chippewa and has close to 12,000 registered members (Red Lake Nation, 2013).

Major employers within the Warroad community include Marvin Windows and Doors, the Independent School District #690, Seven Clans Casino, Warroad Care Center (a nursing home), Doug's Supermarket, the City of Warroad, Heatmor (metal product manufacturer and fabricator), ALCO, Security State bank, Farmers Union Oil Co., Altru Health Clinic, Lake Country Chevrolet, and The Patch Hotel & Restaurant (Warroad Minnesota Community Guide, 2013).

Tourism is no stranger to Warroad, and the community has taken steps to make it welcome. There are many opportunities to adjust and enhance current tourism efforts as well as to expand products and markets to build a more sustainable tourism industry.



Photo: Cynthia Messer

FINDINGS

Key Findings

During the SWOT analysis, community participants indicated that Warroad's business growth is outpacing population growth. This is an opportunity for investigating what markets (national, international, or local) are driving this growth and what impact this may have on the community and tourism regionally.

There is opportunity to grow understanding of tourism across the community. For example, to what extent does the community recognize and value the contributions of business travel? Marvin's generates significant visitors to Warroad, yet Marvin's business visitors were not mentioned during the SWOT analysis.

There is an opportunity to develop regional partnerships with other communities in the Lake of the Woods and Big Bog region. Partnerships would allow Warroad to pool resources with those of neighboring communities and their employers. Joint promotion and management of regional events can strengthen social and political capital.

Findings from Observations of Community Members

During the SWOT meeting, community participants discussed a lack of cohesion within the local tourism industry. Many local businesses do not understand how their products and services have a role in creating tourism experiences in Warroad. Further, they identified the following as challenges:

- Economic: retaining current employees in local businesses and increasing job opportunities
- Regulations: lakeshore development and cross-border travel restrictions

The Chamber has an opportunity to unite the business community using open and consistent communication and educational opportunities.

Findings from Observations of First Impressions Visitors

In visiting area businesses, each First Impressions visitor stopped at the Marvin Training and Visitors Center and a few businesses in town. They found the proprietors and staff welcoming, but not overly so, and rated hospitality at a 3 on a scale of 1 to 6. Visitors rated local recommendation of local businesses at only 3.67 on the same 1 to 6 scale. The First Impressions Visitors reported that they perceived generally positive feelings from residents about tourism (3.5 rating on the 1-6 scale). The visitors felt safe, secure and were treated with respect by residents. (5.67)

These ratings suggest an opportunity to enhance the tourism experience by training community members in customer service and building local understanding of tourism's benefit to the community. First Impressions visitors indicated a need for more shopping and activity options. They noted the potential to expand the availability of Native American products such as food and handicrafts.

Findings from Observations of Expert Team Visitors

Involving community members as much as possible in Warroad's vision and action planning will build public buy-in and support for tourism initiatives. This will foster positive contributions, rather than nonchalant or even negative attitudes towards tourism and visitors. Hold public meetings to discuss and plan for current and future tourism activities including opportunities for people to come together and celebrate the natural resources, history and cultural background of the area.

NEXT STEPS FOR CONSIDERATION

General Recommendations

- Maintain awareness that tourism development is just one important element in a broader community development program.
- Build on Warroad's existing social and human capital.
- Engage residents and the business community in decision-making to increase support for tourism.

Short-Term Project Ideas and Strategies (Can be Done Within 12 Months)

- Bring tourism employers and leaders to high school career day events to build awareness of tourism industry positions.
- Talk with Chamber members to learn about current hiring and training strategies and needs.
- Open up a discussion with local American Indian leaders to enhance existing or find new opportunities for interpreting native people's history and culture in the region.
- To address concerns about retaining employment opportunities, explore using the Business, Retention and Expansion program offered through UMN Extension to examine the current business environment in Warroad.
- Consider asking community leaders to publicly endorse tourism as a valid and necessary secondary economic development sector to established area businesses.

Long-Term Project Ideas and Strategies

- Engage local artisans in developing consistent, high quality signage and wayfinding in Warroad. One idea could be creating wood carvings that depict the area's rich historical past. For example, sculptures might include a hockey player, commercial fisherman, voyageur and missionary.
- There is an aging resort ownership situation. Most resort owners have been in place for a very long time. This raises a question about how much ownership transition planning has been done. Is there a way to celebrate the family heritage associated with each resort and help it transition? To prevent available resorts from being sold and dismantled for private use, the Northwest Initiative Foundation might provide support for a series of succession planning meetings in the Warroad area. Succession planning should be a high priority.
- Address community concerns about regulations related to Lakeshore Restrictions and Cross-Border Restrictions by hosting meetings with the Chamber and CVB members and Roseau Soil and Water Conservation District, Minnesota Pollution Control Agency, and Minnesota Department of Natural Resources. The meetings can help members better understand the opportunities and regulations regarding lakefront and shorefront development. Invite Chamber members to develop a specific list of issues that regulations present to the development goals of individual businesses. As a starting point, share the list with the agencies and Lake of the Woods Water Sustainability Foundation. These entities might work together to modify goals so they are in compliance with existing regulations.

Marketing Tourism in Warroad: Findings and Strategies to Consider

ABOUT CURRENT MARKETING EFFORTS IN WARROAD

The Warroad area has a significant history with visitors, and over the years studies have been conducted to better understand visitors and their expenditures. Most of these studies are now more than a decade old and can provide historical perspective, but should not be used for current decision-making. For current or future tourism development and marketing decisions, Warroad should conduct new visitor profiles to obtain current information. In 2011, the University of Minnesota's Center for Changing Landscapes determined that the primary recreational experiences sought by residents of Northwest Minnesota are hunting, all-terrain vehicle driving and snowmobiling

(Davenport, Schneider, Date & Filter, 2011). Appendix F provides a brief summary of these spending patterns based on the 2011 National Survey of Fishing, Hunting, and Wildlife Associated Recreation: Minnesota. See <http://www.census.gov/prod/www/fishing.html> Additional information on Outdoor, Snowmobiling, and Cultural Heritage visitor segments in Minnesota have also been summarized in the At-A-Glance report series by the University of Minnesota Tourism Center. See <http://www.tourism.umn.edu/ResearchReports/VisitorReports/AtAGlanceSummary/index.htm>

A recent study by Colle & McVoy for Explore Minnesota Tourism examined the various visitor markets traveling to Minnesota. In 2012, two visitor types were identified by Colle + McVoy that may be relevant for Warroad to consider: 1) The Cultural Explorers, and 2) Spontaneous Adventurers. Cultural Explorers value experiences they can share with members of their travel group, Spontaneous Adventurers appreciate weekend getaway opportunities that they can experience as couples or families. More information on this study's findings is available through Explore Minnesota Tourism.



Photo: Cynthia Messer

FINDINGS

Key Findings

Warroad has a good base of tourism assets of interest to current and potential markets. These can be refined and enhanced to more effectively promote Warroad and the region as a destination. The Dancing Waters Scenic Byway and Pine to Prairie Birding Trail are good examples of existing collaborations that can be enhanced for mutual benefit. By thinking regionally, Warroad can connect local and regional assets for the enjoyment of new and/or specific niche markets.

Findings from Observations of Community Members

During the community SWOT meeting, participants noted a concern about the lack of a marketing budget from the CVB and Chamber. One way to address this is through collaboration to pool limited resources and seek grant funding opportunities.

The communities of Kelliher and Waskish were unable to participate in the community meeting with the Expert Team in August of 2013. A follow-up discussion was arranged with these communities to 1) review findings in the 2011 Tourism Assessment Report, and 2) conduct a second SWOT discussion with Kelliher and Waskish concerning regional collaboration.

The Kelliher/Waskish group identified six strategies they would like to pursue with Warroad and the Lake of the Woods Tourism Bureau:

1. Create a network of towns in the Lake Agassiz region to:
 - share ideas on promotional opportunities.
 - develop a common thread for all.
 - create an Agassiz website for the region.
 - increase localized and regional awareness of tourism resources.
2. Address weaknesses by:
 - providing opportunities to run cost share consideration of collaborative opportunities with regional contacts.
 - overcome the distance felt between communities through development of a Glacial Lake Agassiz brand.
3. By collaborating with a larger group, development processes will include more creative ideas, and resources and help alleviate HR issues.
4. Working within the larger group can help improve media coverage.
5. Use expanded media coverage to span distances, use social media, and promote local and regional events through specialized programs that target localized market.
6. Promoting regional things locally will help change local resistance to change.

Findings from Observations of First Impressions Visitors

First Impressions visitors provided helpful feedback from the point of view of customers seeking information about Warroad and its attractions.

Websites. The visitors reviewed the Chamber of Commerce website prior to visiting Warroad. They rated the website information highly (6 on a scale of 1-6 with 6 being the highest rating). They found the website easy to use, and the information up-to-date. They called the website “a great intro to area” including “beautiful pictures.” The links were judged to be very good (5.5). No problems with dead links or inaccurate information were noted.

Community Information. The visitors checked out the Marvin the visitor center but there is not a visitor center for the entire community. They found tourism brochures and community bulletin boards at local businesses but did not agree that those resources were easy to find. They noted that signage was lacking. On a positive note, the Marvin visitor center hours were convenient to visitors and they mentioned the beautiful buildings both at the Marvin visitor center and the public library.

The visitors suggested that best audiences for marketing Warroad would be outdoor enthusiasts, fishermen, campers and families. They suggested:

1. Better signage overall.

2. Improving access to tourist information.
3. Developing a community visitor center.

Findings from Observations of Expert Team Visitors

Warroad is already a destination for some markets, and the CVB and Chamber are actively promoting the community. Marketing efforts can be strengthened, refined and targeted using current research information and regional collaborations. While there is a need to maintain and enhance marketing efforts, concentrating efforts to enhance tourism assets, build leadership and strengthen community support will ultimately strengthen Warroad's ability to market the area.

NEXT STEPS FOR CONSIDERATION

General Recommendations

- Use research to better understand and address the needs of tourism markets already interested in Warroad.
- Promote regional collaboration.

Short-Term Project Ideas and Strategies (Can be Done Within 12 Months)

- Chamber office hours should be clearly posted on-site and on the website.
- Chamber members should prominently display Visitor Guides for travelers.
- Review Chamber website and keep tourism information updated.
- Use interactive maps on the Chamber website that clearly note bike trails and parks as well as businesses.
- Promote activities or programs targeted to the families of current outdoor-oriented visitors.
- Review available current market research on existing and potential markets.
- Increase consistency in the community's marketing message to position how the community wants to be seen through its various media channels (i.e radio, TV, eMarketing and promotional materials).
- Explore regional collaborative marketing with neighboring communities and organizations engaged with Scenic Byways in the Northwest, North Central, and Northeast parts of the state.
- Take advantage of the free marketing opportunity of Explore Minnesota's website (www.exploreminnesota.com). Be sure all local businesses are listed and maintaining the information.
- There is potential to develop social marketing and public relations initiatives that familiarize target markets with the Warroad Area. These could be as simple as blogs, improved Facebook initiatives or Pinterest postings. Chamber members have expressed interest in eMarketing training offered by Extension in the past.

Long-Term Project Ideas and Strategies

- The community may want to undertake a more targeted effort to understand the retail needs and interests of families traveling with outdoor adventure seekers. A better understanding of these family interests can aid the Warroad CLT in developing weather-resistant tourism products that can be offered in addition to those already posted in the “Warroad Bucket List”.
- A similar visitor intercept study of Warroad’s Canadian visitors could be undertaken focusing on retail preferences.
- Explore the potential to add value to Warroad’s existing wealth of outdoor recreational products by creating brochures, multi-media displays, heritage trails, passport programs, or self-guided tours that articulate the community’s rich history. For example:
 - Settlement by Dawson Trail immigrants, French Traders, Trappers, Missionaries and Red Lake Band of Chippewa ancestors.
 - Industrialization through commercial fisheries, manufacturers, and timber barons. The Marvin Visitor and Training Center does an excellent job of telling one story, and could be a model for how to tell the other stories of Warroad’s history and how they intersect in Warroad today.
 - The unique geological and ecological histories of the region.
- Marketing efforts could be narrowed in to focus on geographic and niche markets that directly benefit the community.
- Explore ways to collaborate with regional partners (both around the lake and down towards Bemidji) in developing events and activity packages for hockey, fishing and other sport tournament visitors.
- Develop packages and other tools that market local assets in a more integrated manner to existing visitor markets. For example:
 - Create fishing packages for tournament registrants, individuals, and families traveling in the region from the Western and Midwestern United States.
 - Create hunting packages for non-water fowl game and waterfowl hunters traveling into the region from the Western and Midwestern United States.
- Partnerships with various retail or other service industry partners may be able to help the Chamber highlight Warroad as a destination. For example, retailers for outdoor equipment might offer packages to snowmobilers, hunters or fishing tourists.
- If Marvin Windows agrees, create “truck wraps” that name that Warroad the Home of Marvin Windows, using Warroad’s logo. These “traveling billboards” are routed nationally and provide a means of getting key messaging out.

CONCLUSIONS

The future can be very bright for Warroad and for regional collaborations. The Warroad community and its partners have the necessary tools to be successful. Continued tweaking and focus on the product, the community, and associated marketing methods should allow for great future success. The findings presented in this report suggest numerous opportunities and developmental strategies to expand sustainable tourism opportunities. These findings and ideas also provide Warroad's community leaders with strategies for engaging broader segments of the community in the discussion and identification of additional assets that can be mobilized to ensure future growth of Warroad's tourism industry in the years ahead. With a focus on broadening engagement, the Warroad community can help lead and ensure the success of both long term community and regional tourism efforts.

RESOURCES

The following are select regional and state resources that may assist community actions.

- Beltrami State Forest: http://www.dnr.state.mn.us/state_forests/sft00005/index.html
- Big Bog State Recreation Area: http://www.dnr.state.mn.us/state_parks/big_bog/index.html
- Economic Development Agency (EDA) Research Center- University of Minnesota, Crookston
<http://www.edacenter.org/technicalAssistance.php>
- Explore Minnesota Tourism: www.industry.exploreminnesota.com
- Garden Island: http://www.dnr.state.mn.us/state_parks/garden_island/index.html
- Hayes Lake State Park: http://www.dnr.state.mn.us/state_parks/hayes_lake/index.html
- Headwaters Regional Development Commission: <http://www.hrdc.org/>
- Lake of the Woods Water Sustainability Foundation
<http://www.lowwsf.com/about-us/board-of-directors.html>
- Minnesota Main Street: <http://www.mnpreservation.org/programs/main-street/>
- Minnesota Historical Society documentation of Rustic Style Architecture sites in State Parks:
<http://www.mnhs.org/places/nationalregister/stateparks/>
- Midwest Weekends magazine:
http://www.midwestweekends.com/plan_a_trip/touring/scenic_byways/dancing_sky.html
- Northern Beltrami Heritage Center: <http://www.youtube.com/user/NBHeritageCenter>
- Northwest Minnesota Foundation: <http://www.nwmf.org/>
- Northwest Regional Sustainable Development Partnership:
<http://www.extension.umn.edu/rsdp/>
- Red Lake Band Of Chippewa: <http://www.redlakenation.org/>
- Resort Boating: http://resortboating.com/captain_training_certification.html
- Warroad Library and Heritage Center: <http://www.warroad.org/index.php?page=museums>
<http://nwrlib.org/warroad/>
- Zippel Bay State Park: http://www.dnr.state.mn.us/state_parks/zippel_bay/index.html

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APPENDICES

A: Sustainable Tourism

B: Explore Minnesota Tourism and Economy Fact Sheet, 2014

C: Project Application

D: Asset Inventories

E. Visitor Market Segment Profiles

F. Results of Analysis of Kelliher-Waskish SWOT Analysis

APPENDIX A: SUSTAINABLE TOURISM

Global Sustainable Tourism Criteria for Destinations

The Global Sustainable Tourism Criteria for Destinations (GSTC-D) and the related performance indicators have been created by the Global Sustainable Tourism Council (www.gstccouncil.org). This is a worldwide effort led by a coalition of more than 30 diverse organizations, businesses and experts to come to a common understanding of sustainable tourism. Based on currently recognized criteria, certification standards, and best practices from around the world, the GSTC-D suggests minimum guidelines and a set of indicators to aid communities and businesses in establishing locally appropriate measures around four main themes:

- Effective sustainability planning
- Maximize social and economic benefits for the local community
- Enhance cultural heritage
- Reduce negative impacts to the environment.

The criteria are basic guidelines for communities seeking to be more sustainable in their tourism initiatives. In smaller communities, limited resources may prevent comprehensive application of all criteria. Smaller communities are encouraged to review the criteria and select those that are actionable locally. Using these criteria to monitor the effects of local actions will help the community identify improvement toward sustainability.

The GSTC-D is a tool gaining momentum globally, and the website mentioned above provides links to several community case studies demonstrating how communities of different sizes are applying sustainable practices. Reviewing these criteria and the community case examples may assist your community in applying sustainability in your own tourism development initiatives.

APPENDIX B: EXPLORE MINNESOTA TOURISM AND ECONOMY FACT SHEET, 2014

EXPLORE Minnesota **Tourism and Minnesota's Economy**

Economic Impact: Sales and Jobs

Travel/tourism in Minnesota generates:

SALES

- \$12.5 billion in gross sales
- More than \$34 million a day

JOBS

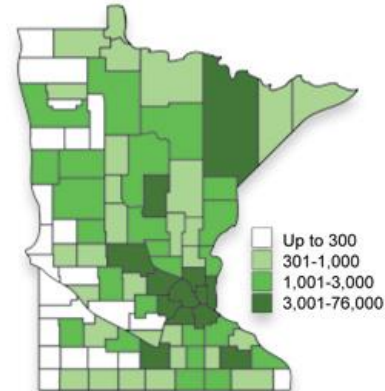
- More than 245,000 full- and part-time jobs
- 11% of total private sector employment
- \$4.3 billion in wages

REVENUE

- \$811 million in state sales tax
- 17% of state sales tax revenues

Note: Data for leisure & hospitality sector, 2012

LEISURE & HOSPITALITY JOBS BY COUNTY, 2012



- Travel & tourism creates jobs and generates sales in virtually every county of Minnesota.
- Tourism jobs represent all levels of employment, from important entry level service jobs to high-paying executive positions.
- Traveler spending indirectly supports jobs in many other industries, as well, from financial services to printing.

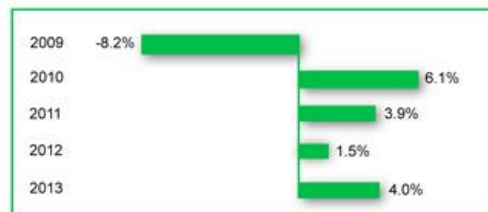
GROWTH IN THE TOURISM INDUSTRY

Sales at leisure and hospitality businesses grew 54% from 2000 to 2012, including 5% annual growth for 2012.



CHANGE IN MINNESOTA LODGING OCCUPANCY

Source: STR (Smith Travel Research, Inc.)



RETURN ON INVESTMENT

Every \$1 invested in state tourism marketing returns an estimated:

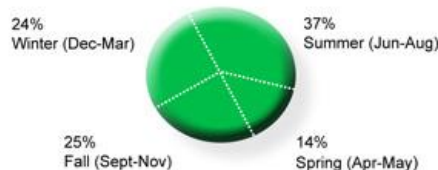
- \$8 in state and local taxes
- \$84 in spending by travelers

MINNESOTA RANKING AMONG STATES

The economic impact of travel & tourism in Minnesota ranks significantly higher compared to other states in:

Traveler Spending	22nd
Travel-Generated Employment	18th
Travel-Generated Payroll	14th
Travel-Generated Tax Receipts	9th

TRAVELER EXPENDITURES BY SEASON



After a decline in occupancy in 2009 due to the recession, lodging properties have seen annual increases in occupancy.

TRAVELER SPENDING BY SECTOR

Spending during Minnesota's 71 million annual person-trips (including overnight and day trips) is distributed throughout the economy:

- Food 25%
- Lodging 19%
- Retail 18%
- Recreation 16%
- Transportation 16%
- Second homes 6%

LOOKING AHEAD TO 2014

The FY2014 budget for Explore Minnesota Tourism is \$13.9 million, a significant, 66% increase in funding. With this additional investment, a new and expanded Explore Minnesota marketing campaign will debut in 2014.

Find more Information at: industry.exploreminnesota.com

Sources: Minnesota 2013 Tourism Advertising Evaluation and Image Study, Longwoods International; The Economic Impact of 2011 Travel in Minnesota, Tourism Economics; The Economic Impact of Expenditures by Travelers on Minnesota, June 2007-May 2008, Davidson-Peterson Associates; Minnesota Department of Revenue, 2012; Minnesota Department of Employment and Economic Development, 2012; Bureau of Labor Statistics; U.S. Travel Association.

ECONOMIC IMPACT BY COUNTY

Minnesota's Leisure and Hospitality Industry, 2012

	Gross Sales	Sales Tax	Private Sector Employment		Gross Sales	Sales Tax	Private Sector Employment
Minneapolis - Saint Paul Area				Southern Minnesota			
Anoka	\$477,316,997	\$32,335,750	11,946	Big Stone	\$3,981,552	\$288,713	128
Carver	\$147,757,574	\$9,670,067	3,558	Blue Earth	\$163,413,193	\$10,761,636	3,812
Chisago	\$51,750,970	\$3,349,041	1,444	Brown	\$35,978,422	\$2,415,266	1,171
Dakota	\$756,875,628	\$50,422,799	16,657	Chippewa	\$16,097,127	\$1,116,951	382
Hennepin	\$4,240,067,280	\$280,741,109	75,525	Cottonwood	\$9,783,595	\$668,610	282
Isanti	\$32,486,466	\$2,263,043	871	Dodge	\$10,603,708	\$748,724	402
Ramsey	\$1,769,335,116	\$114,778,186	25,789	Faribault	\$11,001,957	\$720,257	305
Scott	\$309,920,392	\$17,654,986	6,168	Fillmore	\$20,503,063	\$1,444,022	578
Washington	\$437,255,748	\$29,667,435	10,378	Freeborn	\$42,175,002	\$2,830,232	1,092
Wright	\$181,130,118	\$10,836,093	4,406	Goodhue	\$69,132,826	\$4,750,638	1,733
Region Total	\$8,403,896,289	\$551,718,509	156,742	Houston	\$9,754,403	\$694,858	275
Central Minnesota				Jackson	\$10,890,094	\$671,491	313
Aitkin	\$20,692,436	\$1,425,354	497	Lac Qui Parle	\$4,071,170	\$291,795	88
Benton	\$54,858,985	\$3,625,581	1,286	Le Sueur	\$24,367,527	\$1,550,019	613
Crow Wing	\$201,073,526	\$12,686,611	3,892	Lincoln	\$3,565,954	\$263,732	103
Douglas	\$101,302,136	\$6,646,968	2,168	Lyon	\$66,993,915	\$3,048,196	1,381
Grant	\$3,031,590	\$193,803	47	Martin	\$31,101,613	\$2,085,872	840
Kandiyohi	\$77,016,965	\$4,829,598	1,582	Mower	\$56,191,224	\$3,363,419	1,306
McLeod	\$41,173,719	\$2,757,112	1,242	Murray	\$8,091,619	\$548,364	181
Meeker	\$16,657,239	\$1,122,629	431	Nicollet	\$34,746,412	\$2,416,047	923
Mille Lacs	\$50,259,624	\$2,704,777	905	Nobles	\$27,045,875	\$1,869,919	797
Morrison	\$37,953,902	\$2,650,027	1,069	Olmsted	\$396,425,482	\$26,354,806	7,982
Otter Tail	\$79,659,018	\$5,335,051	2,092	Pipestone	\$10,549,728	\$711,950	277
Pope	\$12,958,581	\$881,963	301	Redwood	\$27,583,097	\$1,953,300	399
Sherburne	\$78,969,255	\$4,882,658	1,990	Renville	\$9,121,424	\$647,690	274
Stearns	\$289,798,902	\$18,933,475	7,608	Rice	\$139,958,353	\$6,025,710	2,333
Stevens	\$16,022,664	\$944,069	463	Rock	\$9,424,079	\$651,954	215
Todd	\$20,289,225	\$1,411,145	406	Sibley	\$7,537,573	\$544,233	162
Wadena	\$14,577,092	\$983,273	371	Steele	\$61,538,609	\$4,121,598	1,401
Region Total	\$1,116,294,859	\$72,014,094	26,350	Swift	\$8,651,992	\$617,172	239
Northwest Minnesota				Traverse	\$2,187,294	\$164,983	NA
Becker	\$68,776,424	\$4,399,765	1,459	Wabasha	\$25,620,714	\$1,718,486	777
Beltrami	\$82,096,909	\$5,249,317	1,872	Waseca	\$14,349,281	\$907,047	388
Cass	\$102,411,781	\$6,196,420	1,736	Watsonwan	\$7,821,691	\$535,815	213
Clay	\$73,111,131	\$4,653,784	1,872	Winona	\$93,844,551	\$6,407,935	2,448
Clearwater	\$4,562,173	\$328,117	138	Yellow Medicine	\$13,838,318	\$554,384	211
Hubbard	\$29,955,194	\$2,018,357	741	Region Total	\$1,487,942,437	\$94,465,824	34,024
Kittson	\$3,056,600	\$220,142	70	Northeast Minnesota			
Lake of the Woods	\$31,860,767	\$1,810,876	479	Carlton	\$59,989,204	\$3,928,136	1,018
Mahnomen	\$16,465,104	\$970,379	122	Cook	\$55,099,915	\$3,509,141	880
Marshall	\$4,864,753	\$375,197	144	Itasca	\$69,252,200	\$4,458,591	1,501
Norman	\$3,020,579	\$215,947	67	Kanabec	\$14,045,543	\$924,158	308
Pennington	\$24,035,703	\$1,637,725	536	Koochiching	\$28,709,105	\$1,898,868	519
Polk	\$43,504,674	\$2,711,711	1,099	Lake	\$29,804,253	\$2,053,201	881
Red Lake	\$1,927,256	\$137,787	66	Pine	\$63,658,221	\$3,423,625	1,022
Roseau	\$19,603,999	\$1,313,260	344	St Louis	\$473,912,454	\$32,100,727	10,354
Wilkin	\$4,021,685	\$299,055	159	Region Total	\$794,470,895	\$52,296,447	16,483
Region Total	\$513,274,732	\$32,537,839	10,904	Minnesota Total	\$12,467,603,066	\$810,615,926	245,411

Notes: State total does not equal the sum of counties or regions because some data is withheld to avoid disclosure of individual businesses; and some state level data is for businesses located outside of Minnesota. The Leisure and Hospitality industry consists of Accommodations; Food Services and Drinking Places; and Arts, Entertainment and Recreation.

Sources: Minnesota Department of Revenue; Minnesota Department of Employment and Economic Development

Produced by Explore Minnesota Tourism, an office of the State of Minnesota. 1/14

APPENDIX C: PROJECT APPLICATION

05/13/2013 MON 12:06 FAX 218 386 3454 warroad chamber of com

001/001

Community Application Form

Applications are due by noon on **May 15, 2013** and communities will be notified by May 31, 2013.
Please submit this application to your Regional Sustainable Development Partnership office listed on the last page.

Community Criteria:

Non-metro townships or communities in Minnesota with a population under 1500 or a group of 2-3 small communities (each under 1500) may apply. Groups of communities must be in geographic proximity and be willing to or have experience working together. Potential team members to consider:

- | | | |
|--|---|--|
| <input checked="" type="checkbox"/> Chamber/CVB Director | <input type="checkbox"/> Resort/Hotel/Motel/B&B, etc. | <input type="checkbox"/> Natural Resources Specialist |
| <input type="checkbox"/> Parks & Recreation Director | <input type="checkbox"/> Attraction manager | <input type="checkbox"/> Museum staff |
| <input type="checkbox"/> City planning or economic development staff | <input type="checkbox"/> Retailer | <input type="checkbox"/> Historical Society staff / volunteers |
| <input type="checkbox"/> Township supervisor or clerk | <input type="checkbox"/> Restaurateur | <input type="checkbox"/> Arts / theater Organization |
| | <input type="checkbox"/> Youth representative | <input type="checkbox"/> Others as appropriate |

Contact Information:

Community: Warroad	County: Roseau
Partner Communities Names: (if applicable):	
Local Coordinator: Donna LaDuke	Email: wroc@wicketel.com
Street Address: PO Box 551	
City: Warroad	Zip Code: 56763
Telephone: 218-386-3543	Community website: warroad.org
Additional Team members & emails (minimum of two people in addition to Local Coordinator required and multi-community applications must include team members from each community) Penny Kumble - penzer@centurytel.net Evelyn Halvorson - ehalvorson@sevenclanscasino.com	

Continued on next page

Please answer in one short paragraph: How ready do you feel your community is to engage in this project? How will you use the findings from this program to benefit your community?

Our community is able to offer a vast variety of activities to our tourists. While being able to accommodate both indoor & outdoor activities we also offer one of the largest 4th of July events in northern MN. We would greatly benefit from learning more about our tourism potential. We are also looking toward uniting with our neighboring communities to draw more people to our area.

Applicant Terms of Agreement:

- ☒ Our community already has at least 3 people who have agreed to serve on the Community Leadership Team. This team will be responsible during the next 1-2 years for facilitating program logistics in the community and helping guide implementation of the program locally. One person will chair the Leadership Team and be the primary contact person.
- ☒ Our community realizes that implementing this tourism assessment program takes a commitment of time and requires financial resources to support meetings, the community visit and implementation of recommendations.
- ☒ Our community will host the visiting tourism experts for a 1-2 day visit by providing complimentary commercial lodging and meals, and arrange for interviews and meetings with community stakeholders. These may be in-kind contributions.
- ☒ Our community will send representatives to the statewide celebration of communities in this project.
- ☒ Our community is prepared to create action steps to develop tourism assets.

Sign & Date: Donna Jo Duke 5-13-13

Partner community signatures as applicable: Warroad Chamber of Commerce & CVB

Questions, please contact:

Cynthia Messer, Extension Professor
University of Minnesota Tourism Center
cmesser@umn.edu or call 612.624.6236



The University of Minnesota Tourism Center is a collaboration of the College of Food, Agricultural and Natural Resource Sciences and University of Minnesota Extension.

APPENDIX D: ASSET INVENTORIES

Evaluation of Existing Attractions																								
Attraction	Tourism Development Assessment Criteria (Rate 1-4)						Market				Months of Use													
	Quality	Authenticity	Uniqueness	Drawing Power	Activities	Average Rating	Local	Regional	US	Int'l	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC		
Marvin Windows	4	4	4	4	4	4	x	x																
Heritage Center/Library	3	3	4	3	2	3	x	x																
Visitor Center	4	4	4	4	4	4	x	x	x															
Train Depot	4	4	4	2	1	3	x	x																
Bemis Hill	4	4	4	4	4	4	x	x																
Roseau County Ford	3	3	3	2	3	3	x	x	x															
WLRSC	4	4	3	3	4	3.5	x	x																
Gardens/Olympic Arena	4	4	4	4	3	4	x	x																
Veterans Memorial	4	4	3	3	1	3	x	x																
The Shed	4	4	4	4	4	4	x	x																
7 Clans Casino	4	4	4	4	4	4	x	x																
Warroad Estate Golf Course	4	3	3	2	1	3	x	x																
Scenic View	4	4	4	4	1	4	x	x																
Beltrami State Forest	4	4	4	4	4	4	x	x																
Zipper Bay State Forest	4	4	4	4	4	4	x	x																
Haynes Lake State Forest	4	4	4	4	4	4	x	x																
City Campground	3	3	3	3	1	3	x	x	x															
Warroad Summer Theater	4	4	4	4	2	4	x	x																
4th of July festivities	4	4	4	4	4	4	x	x																
Warroad Public Library	4	4	3	3	2	3	x	x																
Lake of the Woods	4	4	4	4	4	4	x	x																
Tennis Court	3	3	2	2	1	2.5	x	x																
Basketball Court	4	4	2	2	2	3	x	x	x															
Outdoor Pool	3	3	4	3	2	3	x	x																
Indoor Pool	4	4	3	3	2	3.5	x	x																
Bike Trail	4	4	3	3	2	3.5	x	x																
St. Mary's Church	4	4	4	3	1	3.5	x	x																
* Please note a few items originally noted in inventory have been removed due to redundancy																								
** Average Ratings are as reported by community and not accurately calculated																								

ASSOCIATION ASSETS				
Name	Purpose/Mission	Key Contact	Phone	Current or Potential Role in Tourism
Port Authority	Commercial & Res. Dev	Kathy Lovelace	(218)386-1454	Planning, Marketing
VFW	Support Veterans	Dan & Bill		
American Legion	Support Veterans	Jeff Parker		Fundraising for members, veteran, & youth
Legion Auxiliary	Support Veterans	Koren Hill	386-3970	
Eagles	People Helping People	Mike Kimble	(218)386-2728	
Eagles Auxiliary	People Helping People	Donna LaDuke	386-1302	
Warroad Lost River Sportsman Complex	Hunting Ed & Preservation	David Larson	(218)689-1161	
Roseau Low Sportsman Club	Preservation of Nature	Myles Hogensen		

INSTITUTIONAL ASSETS				
Name	Purpose/Mission	Key Contact	Phone	Current or Potential Role in Tourism
Warroad Schools	Education	Craig		
City of Warroad	Dev & Maintain City	Kathy Lovelace	(218)386-1454	Development & Grants
Roseau County	Healthy Comm. Support	David Anderson	(218)463-2411	
Clinic	Health Care	Lori Grover	(218)386-2020	

INDIVIDUAL ASSETS		
Skill/Knowledge	Name	Contact Information
Log Home Build	Gerald Phillippe	
Drivers Training	Steve Bengtson	

APPENDIX E: VISITOR MARKET SEGMENT PROFILES

Anglers

With the U.S. Census that is undertaken every five years, the U.S. Department of the Interior and U.S. Department of Commerce also undertake a National Survey of Fishing, Hunting and Wildlife-Related Recreational activity by US residents 16 years of age or older. Table 1, reflects expenditure summaries estimated from the 2011 federal survey of anglers. The survey also found that the largest expense for anglers is in equipment and auxiliary equipment purchases vs. actual trip related expenses.

Table 1: Per Person Expenditures by Resident and Non-Resident Anglers in Minnesota (2011)

Expenditure Category	Estimate expenditures per anglers annually	Average days spent hunting per fishing annually
Lodging & Food	\$239	14
Transportation	\$170	Average expenditure per day per angler
Other Trip Costs+	\$181*	\$43
Equipment	\$240	
Auxiliary Purchases++	\$707*	
Total	\$1,537	

Source: 2011 National Survey of Fishing, Hunting, and Wildlife –Associated Recreation: Minnesota

*Estimate is based on a sample size of 10-29

+ Includes equipment rental, guide and access fees, ice and bait, heating and cooking oils.

++ Includes big ticket items such as boats, specialized activity equipment, licenses, access fees, books and other entertainment.

Hunters

In the same report on Minnesota, the market of hunters has been found to be secondary to that of anglers in the total expenditures by each niche market in-state (National Survey, 2011). Table 2, reflects expenditure summaries estimated from the 2011 federal survey of hunters.

Table 2: Per Person Expenditures by Resident and Non-Resident Hunters in Minnesota (2011)

Expenditure Category	Estimate expenditures per hunter annually	Average days spent hunting per hunter annually
Lodging & Food	\$239	12
Transportation	\$199	Average expenditure per day per hunter
Other Trip Costs*	\$55*	\$42
Equipment	\$623	
Auxiliary Purchases++	\$293*	
Total	\$1,412	

Source: 2011 National Survey of Fishing, Hunting, and Wildlife –Associated Recreation: Minnesota

*Estimate is based on a sample size of 10-29

+ Includes equipment rental, guide and access fees, ice and bait, heating and cooking oils.

++ Includes big ticket items such as boats, specialized activity equipment, licenses, access fees, books and other entertainment.

The 2011 federal survey also broke down trip expenditures per hunter by the type of hunting activity that was undertaken, which revealed that the most lucrative hunting niche market for Minnesota is that of hunters seeking hunting grounds for migratory birds (shown in Figure 2). The animals classified under each Hunting Typology include the following:

Big Game

Deer, Elk, Bear, Wild Turkey, and other Big Game

Small Game

Rabbit/Hare, Quail, Grouse/prairie chicken, Squirrel, Pheasant, and other small game

Migratory Birds

Waterfowl/Geese/Ducks, Doves, and other migratory birds

U.S. Department of the Interior, U.S. Department of Commerce, Census Bureau (2011). *National survey of fishing, hunting, and wildlife associated recreation: Minnesota*. Retrieved from website: <http://www.census.gov/prod/www/fishing.html>

APPENDIX F: RESULTS OF ANALYSIS OF KELLIHER-WASKISH SWOT ANALYSIS

Community: Kelliher/Waskish

Date: 11/25/2013

INTERNAL		EXTERNAL	
These are elements within the community that may affect your ability to reach your goals --- leadership, lack of vision, funding, communication, physical resources, human resources etc.		External forces can impact your ability to achieve your goals but you may not be able to control them – technology, political, economy, social, government regulation, suppliers etc.	
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1) Regional history group that includes: Kelliher/Saun-Waskish School district, Bemidji, Blackduck, and Northern Beltrami Development Corporation 2) Helpful in cost-sharing for invited guests and speakers 3) Cross-promotion of events 4) Glacial Lake Agassiz 5) diverse ecology due to continental divide 6) Fishing 7) Connectivity by snowmobile trails 8) Expansive of Public Land 9) Documented connections with Red Lake communities of Konomah, Red Lake and Saun is an opportunity to share and exchange stories 10) Upper and Lower Red Lake 11) Logging history as foundation for establishing Crookston and TIF 12) Red Lake Peatlands 13) Other peatlands in US have permafrost or have been mined out 14) history with ditch lakes and formation of LQW and Kooch County as separate from Beltrami 15) Up until the late 40s had the only Caribou herd in the contiguous US. 16) Numerous potential heritage trail sites 17) Artesian Wells 18) Trading post sites on Tamarack River, NY Angle, Warroad, and Baudette 19) Paul Bunyan 20) Water 	<ol style="list-style-type: none"> 1) Being local blinds us to the unique beauty and Assets that we have 2) Distance 3) Lack of Funding 4) Lack of Human Resources 5) Lack of Connection with other regional communities 6) Not knowing the different perspectives in the region 7) Communicating and Marketing of local tourism products 8) Underutilized Technology despite great connectivity 9) No comprehensive map of all the tourism opportunities in the region 	<ol style="list-style-type: none"> 1) Potential for making connections in the larger group/ a way to connect with other regional communities 2) Sharing perspectives on how connections can be made and strengthened. 3) Cross-promotion of local and regional events and assets to residents 4) Frost fest in Baudette 5) Regional calendar of events for Lake Agassiz region so communities don't schedule in conflict with each other 6) Further development of Paul Bunyan tourism product as a stronger link with Bemidji 7) Cost-sharing on promotional efforts & advertising 	<ol style="list-style-type: none"> 1) Development processes within the local community are hamstrung by resource constraints 2) No local media coverage to tap into to get the word out 3) Socio-Political tensions between Red Lake and the neighboring communities/ projects fail due to underlying social tensions. 4) Local resistance to change and interest in "just the basics"

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UNIVERSITY OF MINNESOTA | EXTENSION

Community: Kellieher/Waskish

	STRENGTHS	WEAKNESSES
	<p>1. Glacial Lake Agassiz/ Red Lake Heritage and Natural Assets</p> <p>2. Peat & Fishing</p>	<p>1. Underutilized technology, Local blindness to assets</p> <p>2. Distance, , Lack of HR & Funding Resources</p>
OPPORTUNITIES	Opportunity-Strength (OS) Strategies	Opportunity-Weakness (OW) Strategies
<p>1. Share and connect with regional communities</p> <p>2. Cross-promotional opportunities</p>	<p>Use strengths to take advantage of opportunities</p> <p>1. By creating a network of towns in the Lake Agassiz region, we will be able to:</p> <ul style="list-style-type: none"> - share ideas on promotional opportunities - develop a common thread for all of us - create an Agassiz website for the region - increase localized and regional awareness of tourism resources 	<p>Overcome weaknesses by taking advantage of opportunities</p> <p>1. We will also address our weaknesses by:</p> <ul style="list-style-type: none"> - providing opportunities to run cost share consideration of collaborative opportunities with regional contacts - be able to overcome the distance felt between communities through development of a Glacial Lake Agassiz brand.
THREATS	Threat-Strength (TS) Strategies	Threat-Weakness (TW) Strategies
<p>1. Hamstrung development processes</p> <p>2. Slow to change, Lack of Media Coverage</p>	<p>Use strengths to avoid threats</p> <p>1. By collaborating with a larger group, development processes will include more creative ideas, and resources and help alleviate HR issues.</p> <p>2. Working within the larger group can help improve media coverage.</p>	<p>Minimize weaknesses and avoid threats</p> <p>1. Use expanded media coverage to span distances , use social media, promote local and regional events through specialized programs that target localized market.</p> <p>2. Promoting regional things locally will help change local resistance to change.</p>